

# Communications

Friday, September 13, 2019 2:05 PM

Change in tone for communication strategy, as seen in today's message.

Very low replacement numbers at this point

- Both EDs on diversion
- Active decompression already started in NICU to start transferring patients out (almost 70 babies)

Key - strike is directly affecting our patients at this point

- Transfer of critically ill infants
- Drastically decreased access to care for the south side of Chicago
- Cancelling of surgeries and procedures

NNU/NNOC National Agenda - staffing ratios - we have no intention on agreeing to that

- Want ability to flex staffing up and down based on acuity
- Currently taking staffing down as we decompress
- The move to call the a large hospital system with 5500 nurses out on strike at the same time has decreased the available replacement nurses - hospital was prepared to maintain full capacity but the union threw a wrench into our plan intentionally to limit the amount of nurses we would have

Debi has tried to be respectful in her communications with a more professional tone - communications will be much more direct moving forward with a sharper tone towards the union leaders, not necessary the union in general - those that called this strike and could call it off.

- Point out that we have been consistent in our message that we are willing to bargain and this is all on the union
- Communications will be coming out more frequently

Feedback:

- Hyper focus on Debi right now - nurses are reading the emails much more differently and feel the communications are unprofessional
- RNs not reading emails as an attack on the union but on them as well
- Very focused on the "shameless" comment in today's email
- Suggestion for Debi to round more personally on the units
- Staff is disconnected
- Right now Debi is a nameless, faceless name on some difficult emails rather than the CNO that has their best interest in mind
- Really need talking points for patients in ambulatory - patient asking questions, need guidance when rescheduling patients
- Suggestion to have a video made with Q&A after each bargaining session to better inform staff on what's really happening at bargaining table
- Nurses, especially newly represented, do not even know who their union contacts are to contact to provide feedback
- Suggestion to send out a message including list of our bargaining team as well as the NNOC bargaining team so everyone knows who to contact with questions.
- Want to know who communicates if the strike is called off
- Questions about repercussions from the union if the nurses against the strike start to voice their beliefs - union can't officially punish them but there is potential for bullying - which we can help protect them from and hold people accountable for PRIDE values

Leadership Action Plan & Talking Points/Q&A:

- Rounding and redirecting staff when they react negatively to emails about Debi to let them know that her priority is the nurses and patients and that the emails are directed at the union leaders, not the nurses
- Managers are the ones with the individual relationships with frontline nurses and need to not shy away from difficult conversations but need to help the nurses understand the organization's perspective
- Use the transferring of critically-ill premature infants as the "shameless" example
- Duplicity of saying you want staffing ratios to ensure patients are safe, then take off for California to a conference and call a strike at a large hospital system to decrease the number of replacement nurses available to staff our patients - really need to reinforce this message!
- Messages are uncomfortable but there is a Call to Action to frontline leaders to help deliver these messages - in their own words or using Debi's in her messages
- Explain that decompression is all about balancing the nurses with the number of patients in order to maintain quality, safe patient care
- The final cut-off to call off the strike is up to the very last minute is the union is actively bargaining and not giving ultimatums
- First communication needs to come from the union if the strike is called off
- Make sure to share the daily communications with your teams and make sure they